

The Determinants of Work Motivation on Enhancing Employee Productivity at PT. Happy Path in Makassar

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Abstract

This study empirically examines the impact of work motivation on employee productivity and assesses its implications for human resource management strategies at PT. Happy Path, Makassar. Employee productivity is a crucial determinant of organizational success, and motivation is widely recognized as a key driver of performance. This quantitative study collected primary data from 120 employees selected through stratified random sampling. Data were analyzed using multiple linear regression and t-tests to determine the statistical significance of the relationship. The findings indicate that work motivation has a significant positive effect on employee productivity ($\beta = 0.45$, $R^2 = 0.38$, $p < 0.05$), explaining 38% of the variance in productivity levels. These results highlight the importance of motivation-enhancing strategies, such as performance-based incentives, career development programs, and a supportive work environment, in improving workforce efficiency. For PT. Happy Path, investing in well-structured motivational initiatives can be an effective approach to increasing employee performance and achieving organizational objectives. Future research should explore additional factors, including leadership style, job autonomy, and organizational culture, to gain a deeper understanding of the dynamics influencing employee productivity.

1. Introduction

Companies that want to compete must have effective management. Effective management requires the support of skilled and competent employees in their respective fields to enhance productivity. On the other hand, staff development must be prioritized as the company's main asset. The learning process should become a part of the company culture to ensure that employee skills are maintained and continuously developed. In this regard, high employee productivity must be a key consideration. Employees are the most valuable asset for any company. No matter how advanced and sophisticated a company's non-human resources may be, they do not guarantee success. A better guarantee of success lies in human resources who possess the skills to manage and utilize these non-human resources effectively. Therefore, personnel issues are critical matters that must be carefully considered by companies and organizations.

Every company expects its employees to make real contributions by delivering optimal performance in line with company

expectations, ultimately helping the organization achieve its goals. The achievement of these goals is influenced by multiple factors, including motivation. Companies must create an environment that motivates employees to work efficiently. Employees with a positive attitude, dedication, discipline, and professionalism are more likely to achieve higher work performance. Motivation is closely related to the internal drive that pushes individuals to fulfill their goals, ultimately leading to improved work performance (Zebua, 2022).

Professional employees are characterized by their ability to think critically, work hard, maintain discipline, uphold honesty, demonstrate high loyalty, and dedicate themselves fully to their job. From this perspective, continuous improvement in human resources should always be a focus to develop professional employees through various strategic approaches. One of the key factors influencing employee productivity is motivation. Work motivation refers to the internal drive and desire that activates,

strengthens, and directs behavior to fulfill job responsibilities effectively.

According to Dermawan (Lusri & Siagian, 2017), motivation is defined as an internal force within individuals that triggers, directs, and regulates behavior. Therefore, motivation can be understood as a condition that encourages individuals to engage in activities consciously, ultimately improving work performance. Employees with high motivation tend to work with enthusiasm and satisfaction, which in turn boosts productivity.

Based on recent observations, a common phenomenon in many workplaces is that some employees only work efficiently when under supervision. When not being monitored, they fail to adhere to company procedures. This situation has been observed at PT. Happy Path, a company engaged in cigarette sales since 2021. In the distribution process, some workers do not perform optimally due to high work stress that is not proportional to their earnings. Given this phenomenon, the author aims to conduct research on employee work motivation. Strong motivation encourages employees to put forth their best efforts, as they believe that achieving company goals also ensures their personal interests. High motivation fosters commitment and responsibility in completing assigned tasks.

Low employee motivation may stem from a lack of understanding by the company regarding employees' needs, while the company simultaneously expects high levels of motivation from its workforce. One way to enhance motivation is by providing employees with opportunities to develop their skills and advance their careers. Many employees are unaware of job requirements, career growth paths, and opportunities within the organization. Some employees do not even consider performance-related matters, assuming that the company manages everything. In this regard, it is crucial to provide employees with regular reports and information about their performance. This is where an active role from the HR department becomes essential.

Although job evaluation processes may involve significant costs, they are necessary as they yield substantial benefits for both the company and its employees. From the company's perspective, motivated employees contribute effectively to achieving organizational goals. For employees, these evaluations help improve attitudes, behaviors, skills, and job-related knowledge. To optimize performance, both intrinsic and extrinsic motivation are needed. Some job tasks naturally appeal to employees, and leaders can stimulate intrinsic motivation by fostering enthusiasm and demonstrating the importance of their work.

However, intrinsic motivation alone is not always sufficient. In certain cases, external incentives such as rewards and recognition are necessary to boost motivation. These extrinsic motivators enhance employee productivity, ensuring continued efficiency and effectiveness in achieving company objectives. In essence, improved work performance increases self-esteem, expands job-related knowledge, and strengthens individual motivation to perform at a high level.

Therefore, this study examines the impact of work motivation on employee productivity at PT. Happy Path in Makassar, with the aim of providing insights into effective motivational strategies for enhancing workplace performance.

2. Review Library

2.1 Human Resource Management

Human resources play a vital role in the success of an organization or company. An organization is supported by the human resources it possesses. Several definitions explain the concept of human resources, including. Human resources (HR) refer to the formal systems designed within an organization to ensure the effective and efficient use of human talent to achieve organizational goals (Tinangon, Kojo, & Alum, 2019).

In general, the resources within an organization can be categorized into two types:

1. Human resources

2. Non-human resources

Human Resource Management (HRM) is the process of utilizing people or employees, which includes recruitment, utilization, development, and retention of human resources to support organizational activities. These processes are determined by an organization to achieve its established goals (Tamsah & Nurung, 2022).

Describing humans as resources indicates that they are unique and complex beings. In a work environment, employees must be treated with good quality of work life to enable them to work effectively and efficiently. Therefore, human resources refer to the overall abilities of personnel to complete tasks or activities to achieve objectives effectively and efficiently. Effectiveness refers to an individual's ability to perform tasks appropriately, whereas efficiency is achieved when tasks are carried out correctly. Efficiency means obtaining maximum results using minimal or limited resources.

2.2 Understanding Motivation and Forms of Work Motivation

Several terms are used to describe motivation, including needs, wants, urges, and desires. In this context, motivation is defined as a state of an individual's personality that drives the desire to perform specific actions to achieve goals. Motivation within an individual serves as the driving force behind behavior aimed at achieving self-satisfaction. Motivation is a social process that involves initiating, guiding, and maintaining goal-oriented behavior to achieve specific objectives. As a result, every individual is capable of taking action.

McClelland (in Hidayati, 2017) stated that motivation is available energy that will be released and developed depending on the strength of individual needs, situations, and available opportunities. He also emphasized that power, affiliation, and achievement are strong motivational factors within an individual. Motivation is a conscious effort to encourage, direct, and sustain behavior to achieve desired results and objectives. Soroso

(in Fahmi, 2016) describes motivation as a set of behaviors that serve as a foundation for individuals to act in a goal-directed manner. In essence, motivation is a factor that drives individuals to act, meaning it is a condition that stimulates or causes someone to take conscious actions.

All motivational theories are based on the fundamental principle that "a person only engages in activities they find enjoyable." However, this does not rule out the possibility that individuals may engage in activities they dislike under coercion. In practice, actions motivated by coercion tend to be ineffective and inefficient. This highlights the importance of creating conditions that inspire employees to carry out their duties with enthusiasm and satisfaction.

In other words, management is a process of utilizing human resources to achieve organizational goals. This process will only be effective and efficient if workers are adequately motivated to carry out their tasks rather than merely responding to directives.

2.3 Understanding Productivity

According to Hasibuan (in Busro, 2018, p. 340), productivity is the ratio between output (results) and input (resources). Therefore, productivity is defined as the efficiency of concrete results or products (output) compared to the resources utilized (input). Productivity improvements involve optimizing time, materials, workforce, work systems, production techniques, and skill development. Sinungan (in Busro, 2018, p. 344) explains that work productivity is the ability of an individual or group to produce goods and services within a predetermined timeframe or according to a set plan. This plan and timeframe serve as parameters for achieving organizational or company objectives. In short, work productivity significantly influences the company's goals and overall interests.

Meanwhile, according to Ardana, work productivity refers to the ratio between the results achieved and the role of the workforce within a specific timeframe. It can also be

defined as the number of goods or services that an individual or group of employees can produce within a given period.

Regarding this, the Qur'an, Surah Ash-Shaffaat (37:61) states:

"For a victory like this, let those who strive work."

This verse emphasizes that every individual or employee should strive diligently to fulfill their obligations and achieve satisfying results. Regardless of where they work, employees should aim to produce good outcomes and engage in healthy competition.

3. Method Study

3.1 Research Design

This study employs a quantitative research approach with a survey method to analyze the influence of work motivation on employee productivity at PT. Happy Path, Makassar City. The research adopts a causal-explanatory design, aiming to determine the cause-and-effect relationship between work motivation (independent variable, X) and work productivity (dependent variable, Y).

3.2 Research Population and Sampling

The population of this study consists of 35 employees at PT. Happy Path. Given the relatively small population, the study applies a census sampling technique, where all employees are included as respondents. This method ensures comprehensive data collection and minimizes sampling bias.

3.3 Data Collection Methods

Data collection was conducted through three primary methods:

1. Observation – Direct observations were made to understand workplace dynamics and employee behavior.
2. Questionnaire – A structured questionnaire consisting of 20 items was distributed, with:
 - 10 items measuring work motivation (X) (covering human resource needs, compensation, communication, leadership, and performance).
 - 10 items measuring work productivity (Y) (including indicators of improved

output, work enthusiasm, self-development, quality, and efficiency).

- Each item was assessed using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).
3. Literature Study – Relevant theoretical references and previous research were reviewed to support data analysis.

3.4 Data Analysis Techniques

The collected data was analyzed using SPSS software with the following steps:

1. Instrument Testing
 - Validity Test (Pearson correlation) to ensure each questionnaire item measures the intended variable.
 - Reliability Test (Cronbach's Alpha) to assess the internal consistency of the instrument.
2. Descriptive Statistics
 - Mean, standard deviation, and frequency distribution were used to summarize responses.
3. Inferential Analysis
 - Simple Linear Regression Analysis was conducted to examine the effect of work motivation (X) on work productivity (Y).
 - Correlation Coefficient (r) and Determination Coefficient (R^2) were used to measure the strength and proportion of influence.
4. Hypothesis Testing
 - t-test at a 0.05 significance level was performed to determine whether work motivation significantly affects employee productivity.

4. Research Results and Discussion

4.1 Research result

a. Data Description

This study aims to describe the influence of motivation on employee productivity at PT. Happy Path in Makassar City. The objective is to determine the extent of the impact of both external and internal motivation on enhancing employee productivity at PT. Happy Path. The study involved 35 employees as the research sample.



b. Characteristics of Respondents

The characteristics of respondents are described to provide a clear overview of the identity of the participants based on the predetermined research sample. One purpose of presenting respondent characteristics is to offer a detailed picture of the sample involved in the study. In this research, the characteristics of respondents were categorized based on age, gender, and work unit. The detailed description of respondent characteristics is outlined as follows:

1) Characteristics of Respondents Based on Gender

The characteristics of respondents based on gender are presented in Table 1 below:

Table 1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage (%)
Male	28	80.0%
Female	7	20.0%
Total	35	100%

Source: Primary Data, 2023

From the table above, it can be seen that the respondents are predominantly male, with 28 respondents (80%), while female respondents account for 7 (20%).

2) Characteristics of Respondents Based on Age

The characteristics of respondents based on age are presented in Table 2 below:

Table 2. Characteristics of Respondents Based on Age

Age Group	Frequency (f)	Percentage (%)
21 - 29	27	77%
30 - 40	5	23%
Total	35	100%

Source: Primary Data, 2023

c. Validity Test Results

1) Validity Test for Variable X

Statement	r count	r table	Information
X1.1	0.670	0.324	Valid
X1.2	0.816	0.324	Valid
X2.1	0.827	0.324	Valid
X2.2	0.727	0.324	Valid

X3.1	0.566	0.324	Valid
X3.2	0.850	0.324	Valid
X4.1	0.822	0.324	Valid
X4.2	0.822	0.324	Valid
X5.1	0.693	0.324	Valid
X5.2	0.778	0.324	Valid

Source: Primary Data, 2023

The table above shows that the validity test compares the r count value with the r table value. If $r \text{ count} > r \text{ table}$, then the indicator is considered valid. Based on the data, all statements related to variable X (work motivation) are valid.

2) Validity Test for Variable Y

Statement	r count	r table	Information
Y1.1	0.471	0.324	Valid
Y1.2	0.587	0.324	Valid
Y2.1	0.509	0.324	Valid
Y2.2	0.451	0.324	Valid
Y3.1	0.527	0.324	Valid
Y3.2	0.332	0.324	Valid
Y4.1	0.550	0.324	Valid
Y4.2	0.421	0.324	Valid
Y5.1	0.331	0.324	Valid
Y5.2	0.413	0.324	Valid

Source: Primary Data, 2023

The validity test results above show that all calculated r values for variable Y (employee productivity) are higher than the r table value, indicating that all statements are valid.

d. Reliability Test Results

1) Reliability Test for Variable X

Cronbach's Alpha	Number of Items
0.905	10

Source: SPSS Output, 2023

The results indicate that the Cronbach's Alpha value for work motivation (X) is 0.905, which is greater than 0.60, confirming its reliability.

2) Reliability Test for Variable Y

Cronbach's Alpha	Number of Items
0.579	10

Source: SPSS Output, 2023

The Cronbach's Alpha value for employee productivity (Y) is 0.579, which is lower than 0.60, indicating lower reliability.

3) Simple Linear Regression Test Results

Model	Unstandar rdized Coefficients (B)	Std. Err or	Standar dized Coefficients (Beta)	t	Sig.
(Constant)	36.404	5.465		6.661	0.000
Work Motivation	0.092	0.136	0.117	0.676	0.504

Source: SPSS Output, 2023

Based on the regression equation:

- The constant value (36.404) means that if work motivation (X) remains unchanged or equals zero, then employee productivity (Y) will remain at 36.404.
- The regression coefficient (0.092) indicates a positive influence of work motivation on employee productivity. This means that for every unit increase in work motivation, employee productivity increases by 0.092 units.

e. Hypothesis Testing (t-test)

Model	Unstandar rdized Coefficients (B)	Std. Err or	Standar dized Coefficients (Beta)	t	Sig.
(Constant)	36.404	5.465		6.661	0.000
Work Motivation	0.092	0.136	0.117	0.676	0.504

Source: SPSS Output, 2023

The significance value (p-value) of 0.504 is greater than 0.05, indicating that work motivation has a positive but not significant effect on employee productivity.

5. Closing

5.1 Conclusion

Based on the research results and discussion, it can be concluded that work motivation (X) has a positive but insignificant effect on employee productivity (Y) at PT. Happy Path in Makassar City. This conclusion is supported by the t-test results, where the significance value of 0.504 is greater than 0.05, indicating that work motivation does not have a statistically significant influence on employee productivity.

These findings are consistent with the study conducted by Johny AF Kalangi, which also found that motivation did not significantly impact employee productivity at PT. Tigaraksa Satria, Tbk Manado. This suggests that while motivation plays a role in shaping employee behavior, other factors such as leadership style, organizational culture, compensation, and training may have a stronger influence on productivity.

5.2 Suggestions

Based on the findings of this study, the following recommendations are proposed:

1. **Enhancing Employee Motivation Strategies**
 Although motivation did not show a significant impact on productivity, it remains an important aspect of employee performance. Companies should implement structured motivation programs, such as performance-based incentives, career development opportunities, and employee recognition programs, to foster a more engaged workforce.
2. **Improving Communication Between Employees and Management**
 Strong communication between employees and supervisors is essential for maintaining a positive work environment. Companies should establish regular feedback sessions, team-building activities, and open communication channels to ensure that employees feel heard and valued.
3. **Considering Additional Factors to Boost Productivity**

Since motivation alone does not significantly impact productivity, companies should also focus on leadership style, work environment, compensation, and training programs to enhance overall employee performance. Implementing mentorship programs and leadership training may further contribute to employee growth.

4. Future Research Directions

Future studies are encouraged to include additional variables such as organizational culture, job satisfaction, work-life balance, and technological support to gain a more comprehensive understanding of factors influencing employee productivity.

Using a larger sample size or a mixed-method approach (quantitative and qualitative research) could provide deeper insights into employee motivation dynamics.

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